

GENERAL TREASURER FRANK T. CAPRIO
STATE OF RHODE ISLAND
TREASURY DEPARTMENT

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an eye to the future

*"Boldness in
planning.*

*Discipline in
execution.*

*Accountability in
performance.*

*This is the
foundation on
which a more
secure and
prosperous Rhode
Island can be
built."*

You are reading the print version of the Rhode Island State Treasury's Strategic Plan for Fiscal Years 2009-2011. This publication is available online for download in PDF form via the General Treasurer's website at:

[www.treasury.ri.gov/documents/
strategic_plan_2009.pdf](http://www.treasury.ri.gov/documents/strategic_plan_2009.pdf)

Please direct all questions and comments regarding the strategic plan and these documents to StrategicPlan@treasury.ri.gov

Letter from General Treasurer

Frank T. Caprio



I am pleased to present the following Strategic Plan for Fiscal Years 2009-2011. This plan is the culmination of careful research

and steadfast cooperation among all Treasury divisions, with the overarching goal of improving our performance throughout my term in office.

Dwight D. Eisenhower once said that in preparing for battle he found that plans are useless, but planning is indispensable. During the course of my first year as General Treasurer, I have come to believe in the indispensability of plans and planning as a tool to operate effectively and efficiently in government. Only through careful planning, and determined execution of those plans, can we begin to address the many concerns and needs of Rhode Islanders.

With this insight in mind, our staff members turned an eye inward to articulate specifically what each Treasury division does and what each employee contributes to the process. We asked questions of ourselves to understand the detailed mechanics underlying critical functions and outcomes: What are our key objectives? When must we accomplish them by? What tells us that we're doing a good job?

Finally we asked, How can we do things better over time?

You will see that our plan is built on four guiding principles: Fiscal responsibility, customer service, efficiency through innovation, and information and communication. These principles reflect not only the values of my administration, but also what we believe to be the best potential

solutions to strengthen our operations and the State at large.

In the current environment, fiscal responsibility is critical. Execution of our Strategic Plan will save millions of dollars for Rhode Island's taxpayers. However, we realize that fiscal responsibility through budget cuts cannot alone sustain good governance. Rather, these measures must dovetail with progressive ideas if we are to make lasting improvements.

Leveraging information and technology is one solution that appeared across the board, in every division. The innovations we have identified in this plan will allow us to take what services we already perform and do them more quickly, more accurately, and often at reduced cost. The plan also contains a number of new initiatives that represent the ingenuity of our staff and a department-wide willingness to forge new paths in government.

A quick note about this document's organization: As you read, you will see that goals are laid out by division. For each division, we list the broad goals as they serve the department's four guiding principles, followed by a more detailed outline of performance measures and a schedule for completion.

Even the best plans need sound execution in order to succeed. With the energy and dedication this department has shown, as well as the supervisory measures we have put in place, I have utmost confidence in our ability to deliver real results. We have committed ourselves not just to promises of high standards, but to achieving measurable outcomes. Accountability is a critical component of this plan, and I look forward to sharing our success stories with you in the coming years.

Frank T. Caprio

General Treasurer Frank T. Caprio



***Laying the foundation
on which a more
secure and prosperous
Rhode Island can be
built.***

Inside Treasury: **What Drives Us**

The Office of the General Treasurer receives and disburses all state funds¹, issues general obligation notes and bonds, manages the investment of State funds and oversees the Retirement System for State employees, teachers, judges, State police, and participating municipal employers. The Treasurer is also responsible for the management of the Unclaimed Property Division, the Crime Victims Compensation Program (CVCP), and the State-sponsored CollegeBoundfund.

The Treasurer sits on several boards, committees and commissions, including the State Investment Commission (Chairman), Public Finance Management Board (Chairman), Retirement Board (Chairman), Refunding Bond Authority (Chairman), Sinking Fund Commission, Rhode

Island Housing and Mortgage Finance Corporation, Rhode Island Clean Water Board, Rhode Island Higher Education Assistance Authority, and Rhode Island Student Loan Authority.

This strategic plan encompasses the six operational programs and divisions of which the Treasury operations are principally comprised: Operations and Administration, Investments and Finance, Retirement, Business Office, Unclaimed Property, and CVCP.

Our duty is to provide superior customer service through the skillful management of taxpayers' hard-earned dollars while, above all, maintaining the highest ethical standards.

¹ Except as may otherwise be provided by law.

Guiding Principles

The Strategic Platform

Ethical integrity
forms the foundation of all
Treasury operations. The
following principles draw from
this foundation to form the
framework of our
strategic plan:

**FISCAL
RESPONSIBILITY**

CUSTOMER SERVICE

**EFFICIENCY
THROUGH
INNOVATION**

**INFORMATION AND
COMMUNICATION**

on diversity

The Office of the General Treasurer is committed to equity and diversity in workplace culture as well as in relations with constituents and customers. As an Equal Opportunity Employer the department fosters staff diversity through job recruitment and selection, and promotes an environment of positive working conditions for all employees. Treasurer Caprio firmly believes that a diverse workforce best reflects Rhode Island's citizenry and enables optimal customer service. Additionally, the department encourages the pursuit of sound opportunities to expand diversity in its business relationships.

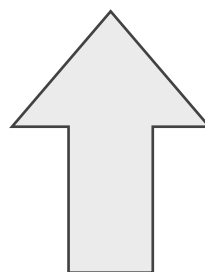
Guiding Principles

The Strategic Platform



WHO'S WHO?

Every Treasury division contributes to the strategic plan's overall success.



Operations and Administration	Investments and Finance	Retirement	Business Office	Unclaimed Property	CVCP
The locus of support for all divisions within the Treasury, ensuring the department's optimal functioning. Internally, the division encompasses the areas of personnel, budgeting, financial controls and management information systems.	Provides a broad range of fiduciary services to State agencies and government in both operational and advisory capacities. Beyond principal responsibilities of daily cash management and execution of the long-term pension investments, the division also manages Rhode Island's debt liabilities and acts as a central liaison for the State's financial relationships.	Administers the Employees' Retirement System of Rhode Island (ERSRI), a contributory public retirement system for State employees, public school teachers, judges, State police, and employees of participating municipalities. The system works to provide retirement, disability, and survivor benefits as well as informational services to nearly 60,000 active and retired members.	Nearly one million checks annually change hands in the Business Office, which is responsible for all of Treasury's check-related activities. In addition to printing, disbursing, and distributing all State-issued checks, the office also oversees the investigation of check fraud and the reconciliation of most State bank accounts and statement balances	Serves Rhode Islanders by reuniting rightful owners with their lost or abandoned property, whether a lost security or the contents of a dormant safe-deposit box. Acting as collector, custodian and clearinghouse for these assets, the division safeguards over \$142 million in holdings and processes an average of 13,100 claims annually.	Each year provides more than \$1.5 million in critically important financial assistance to violent crime victims and their families. As a fund of last resort, the program provides for such fundamental expenses as medical bills, lost wages, and funeral costs that are incurred as a result of violent crimes.

Division Principles

Operations and Administration

FISCAL RESPONSIBILITY

Compile a comprehensive database of vendor contracts and a calendar for review and renegotiation of terms, in the interest of minimizing costs and maximizing benefits for all services retained by Treasury

CUSTOMER SERVICE

Optimize workplace performance of all Treasury employees through a groundbreaking Employee Review System

EFFICIENCY THROUGH INNOVATION

Develop a joint disaster recovery plan with DOA to maximize efficacy while also economizing resources

INFORMATION AND COMMUNICATION

Encourage transparent government through a bold initiative that will put all Treasury expenditures online and provide a model for adaptation and use by other State agencies

Institute monthly division meetings to facilitate optimum levels of communication and performance among staff

STRATEGIC HIGHLIGHTS

"In addition to the considerable duties involved in overseeing everyday operations, the division of Operations & Administration is spearheading a number of forward-thinking initiatives for this strategy. Perhaps most important is our Transparency Initiative, which has been a key priority from the onset of my administration. We are developing internally a software program that will put all Treasury expenditures online, in real time, and with a user-friendly interface accessible to all Rhode Islanders. Our software is being designed as an open system that will be available for use at no cost by all State agencies. Other noteworthy objectives are an Employee Review System, which includes a 360 performance management program covering both union and non-union employees, and a Continuity of Operations Plan that will help ensure stability and security in our responsibilities to Rhode Island."

--Treasurer Frank T. Caprio

Division Objectives

Operations and Administration

PERFORMANCE MEASURES AND SCHEDULE

Transparency Initiative:

Phase I – Release initial site for public use. Site will feature the ability to view Treasury expenditures by basic categories such as payroll, legal services and supply costs. Data will be updated manually as project development permits. Q2 FY 09 Completion

Phase II – Release enhanced site for public use. Site will feature the ability to view individual transactions in greater detail, and to manipulate searches according to a wider range of criteria. Data input will be automated and updated weekly. Q4 FY 09 Completion

Phase III – Expand open system for modification and use by other State agencies. Site will feature the ability for all State departments and agencies to customize system for reporting purposes according to each organization's particular needs. Q4 FY 10 Completion

Phase IV – Enhance system to reconcile departmental and agency expenditures against State Budget, enabling the public to reconcile actual departmental and agency expenses versus their respective budgetary projections. Q4 FY 11 Completion

Employee Review System:

Complete department-wide employee and management evaluations and distribute feedback according to timely schedule
FY 09: 80% by Q2
FY10: 85% by Q2
FY 11: 90% by Q2

Disaster Recovery:

Coordinate with DOA to develop comprehensive first draft of plan Q2 FY 09 Completion

Finalize plan and confirm joint agency approval Q2 FY 10 Completion

Implement plan and initiate testing phase Q4 FY 10 Completion

Perform first annual review and update plan accordingly Q4 FY 11 Completion

Vendor Contract Review System:

Compile contracts database and calendar of expiration dates Q2 FY 09 Completion

Renegotiate expired contracts with vendors on semiannual basis, with increasing percentage of negotiations completed each FY
FY 10: 50% renegotiated
FY 11: 75% renegotiated

Monthly Management Meetings:

Institute monthly division management meetings to monitor progress on strategic objectives Q2 FY 09 Commencement

Division Principles

Investments and Finance

FISCAL RESPONSIBILITY

- Leverage new consulting arrangement to improve fund performance
- Negotiate and reduce active manager, custodial and bank fees paid annually
- Realize increased rates of return through a CD auction program
- Improve fund performance by pursuing longer-term securities in short-term investments
- Improve fund performance by leveraging new information system for cash management purposes

CUSTOMER SERVICE

- Formalize the General Treasurer's role as central liaison for all State banking relationships, providing informational and advisory services to agencies and businesses for the overall improvement of the State's fiscal health
- Institute monthly division meetings to facilitate optimum levels of communication and performance awareness among staff

EFFICIENCY THROUGH INNOVATION

- Devise and implement a new information system for cash management purposes, which will automate formerly manual tasks, garner better rates, aid resolution of liquidity issues, enable heightened levels of securities monitoring, and improve overall fund performance

STRATEGIC HIGHLIGHTS

"Sound money management begins with the power of information. Towards this end the Investments division has developed a two-tier information system geared to provide a constant stream of crucial data, while also enhancing our monitoring and reactive capabilities. The division has devised a consultant structure for pension investments that will greatly expand advisory services to the State Investment Commission, and realize significant gains in the State's long-term investment performance. Together these initiatives will deliver several million dollars in additional investment returns for the State's funds. The division will also save several million dollars in active manager fees over the next three years through vigilant contract negotiations. By achieving these and other strategic objectives, the Investments and Finance division will help to optimize the State's financial opportunities regardless of what the economy holds.

--Treasurer Frank T. Caprio

Division Objectives

Investments and Finance

PERFORMANCE MEASURES AND SCHEDULE

<i>Fiscal Responsibility and Investment Performance:</i>	
Progressively reduce active manager and custodial fees paid on annual basis	FY 09: Save \$750k FY 10: Save \$1.25 million FY 11: Save \$1.75 million
Reduce fees paid annually to banking institutions through ongoing and vigilant negotiations	FY 09: Save \$250k FY 10: Save \$275k FY 11: Save \$300k
Progressively improve fund outperformance on annual basis through implementation of notional overlay ²	FY 09: 3 basis points ³ FY 10: 4 basis points FY 11: 5 basis points
<i>Leverage Cash Management Information System:</i>	
Harness enhanced informational and functional capabilities to increase pool of funds under investment	FY 09: \$250k added returns FY 10: \$300k added returns FY 11: \$400k added returns
Secure additional fund outperformance by pursuing longer securities in short-term investments, as enabled by superior monitoring capabilities ⁴	FY 09: 50 basis points FY 10: 75 basis points FY 11: 100 basis points
<i>CD Auction Program:</i>	
Institute auction program for competitive rate environment	Q3 FY 09 Commencement
Increase rates of return for CD investments annually over current rates ⁵	FY 09: 100 basis points FY 10: 125 basis points FY 11: 150 basis points
<i>Centralize Treasury in State Banking Relationships:</i>	
Phase I – Submit communiqué from Accounts and Controls and letter of support from Treasurer to agency directors and CFOs	Q3 FY 09 Completion
Phase II – Implement maintenance phase for ongoing education and support	Q4 FY 09 Commencement
Phase III – Perform annual year-end review of program with recommendations for continuance	Q4 FYs 10-11
<i>Monthly Management Meetings:</i>	
Institute monthly division management meetings to monitor progress on strategic objectives	Q2 FY 09 Commencement

² Fund performance is calculated only for areas to which notional overlay product is applied. The areas of private equity, real estate, and cash are therefore excluded from this calculation.

³ Based on the fund's total allocation as of June 30, 2008, one basis point of improved performance is equivalent to \$684,000.

⁴ Measurement is improved yield over FY 08 lower-duration investments.

⁵ Baseline is FY 08 7-day CD rate.

Division Principles

Retirement

FISCAL RESPONSIBILITY

Reduce annual printing and postage costs by converting ERSRI newsletters to electronic format

Reduce annual postage costs through enhancements to direct deposit system

Reduce license renewal fee for accounting software for duration of upgrades to line of business system

Economize counseling resources through expansion of group counseling program

CUSTOMER SERVICE

Expand the quantity and diversity of customer surveys conducted to best gauge the full spectrum of provided services

Create an accessible information hub for members by enhancing ERSRI website

Form a mobile counseling unit for increased community presence

Expand group counseling programs for greater expediency and member satisfaction

EFFICIENCY THROUGH INNOVATION

Upgrade computer system and ancillary forms and programs to streamline processes

Develop and implement tracking system for disability benefit applications for greater accessibility of information and expedited processing

Formalize Rules and Regulations governing service credit purchases to expedite and simplify processing

INFORMATION AND COMMUNICATION

Determine and execute best course of action for upgrades to IT system and ancillary programs

Perform advance internal audit to better assess and thereby strengthen operations

Develop guidebook and conduct training sessions with ERSRI-related employers to ensure smooth operations

Institute monthly division meetings to facilitate optimum levels of communication and performance among staff

STRATEGIC HIGHLIGHTS

"Here at Treasury our primary goal is to be the most user-friendly office in the State. Through the measures in this plan, the Retirement division strongly supports this goal while also economizing resources to sustain the program's future viability. As one of our principal interfaces with constituents, the division's strategic objectives emphasize higher benchmarks in customer service and an expanded survey program. Scheduled upgrades to the Retirement website will make it a truly accessible, one-stop informational hub. Finally, enhancements to our direct deposit system will connect members with their benefits more simply and quickly, while also saving the State significant costs for paper and postage."

--Treasurer Frank T. Caprio

Division Objectives

Retirement

A number of the initiatives and goals set forth by the Retirement division are derived from the Cost Effective Management (CEM) benchmarking study conducted in FY 2007. By achieving these goals, the division is also satisfying recommendations for improvement from State auditors.

PERFORMANCE MEASURES AND SCHEDULE	
Reduced expenditures:	
Reduce annual printing and postage costs through progressive conversion of ERSRI newsletter to electronic format	FY 09: Execute conversion FY 10: Save \$30k FY 11: Save \$50k
Reduce annual postage costs through enhancement to direct deposit system for member benefits	FY 09: Save \$10k FY 10: Save \$20k FY 11: Save \$30k
Reduce software license renewal fees for duration of upgrades to line-of-business system	FY 10: Save \$50,000
Upgrades to ERSRI Website:	
Revamp format and content with team of IT and design consultants	Q4 FY 09 Completion
Release new website for public use	Q1 FY 10 Completion
Implement online vehicle to survey member feedback for new site	Q1 FY 10 Completion
Upgrades to Anchor System:	
Hire consultant to review existing system for upgrade or replacement	Q2 FY 09 Completion
Develop and issue RFP for system upgrades/replacement	Q1 FY 10 Completion
Determine vendor and award project contract	Q2 FY 10 Completion
Commence project of upgrades/replacement according to schedule as determined by vendor and ERSRI staff	Q3 FY 10 Commencement
Upgrades to ERSRI Forms:	
Review all forms and determine necessary revisions	Q2 FY 09 Completion
Revise all forms to current specifications of policy and IT processing	Q2 FY 10 Completion
Release forms for public and staff use	Q3 FY 10 Completion
Conversion to Electronic Functions:	
Convert to electronic format for member newsletter	Q3 FY 09 Completion
Complete enhancements to direct deposit system	Q4 FY 09 Completion
Develop electronic tracking system for disability benefits	Q3 FY 09 Completion

Division Objectives

Retirement

Design and implement online customer survey option	Q1 FY 10 Completion
Internal Audit:	
Develop and release RFP for internal audit	Q3 FY 09 Completion
Determine vendor with subcommittee approval	Q4 FY 09 Completion
Perform first audit with ongoing schedule to be determined	Q2 FY 10 Commencement
Formalize Service Credit Purchase Rules and Regulations:	
Phase I – Research and organization	Q3 FY 10 Completion
Phase II – Initial development and promulgation (50%)	Q1 FY 11 Completion
Phase III – Final development and promulgation (100%)	Q2 FY 12 Completion
Mobile Counseling Unit:	
Research and develop plan for mobile program with member input	Q4 FY 09 Completion
Initiate pilot program for test phase	Q1-2 FY 10 Completion
Establish statewide mobile unit	Q2 FY 10 Commencement
Customer Surveys:	
Revise and expand surveys to comprehensively gauge ERSRI services	Q1 FY 10 Completion
Develop and release online survey vehicle	Q1 FY 10 Completion
Increase percentage of surveys completed annually by counselors for services provided	FY 09: 50% Completion FY 10: 60% Completion FY 11: 75% Completion
Perform annual analysis of survey data and issue report	FYs 09-11: Within 60 days of FY end
Employer Tutorials:	
Produce list of FAQs and guidebook for employer education	Q4 FY 09 Completion
Conduct training sessions – education-based employers	Q4 FY 09 Completion
Conduct training sessions – municipality-based employers	Q2 FY 10 Completion
Monthly Management Meetings:	
Institute monthly division management meetings to monitor progress on strategic objectives	Q2 FY 09 Commencement

Division Principles

Business Office

FISCAL RESPONSIBILITY

Realize substantial annual savings through conversions to laser printing and a CD-based storage system

Utilize monthly meeting schedule to recognize and realize opportunities for cost savings on an ongoing basis

CUSTOMER SERVICE

Introduce feedback program to assess and improve all customer service areas

Identify and meet expedient deadlines for check processing and reconciliation functions

EFFICIENCY THROUGH INNOVATION

Convert to laser printing for all check issuance functions

Convert to CD-based imaging for records retention of cancelled checks

Reduce paper storage to minimal levels

INFORMATION AND COMMUNICATION

Utilize new tracking system to better monitor all items requiring reconciliation

Establish third-party review system for State Receipt coordination

Institute monthly division meetings to facilitate optimum levels of communication and performance among staff

STRATEGIC HIGHLIGHTS

"The Business Office's primary concern is timeliness of processing, and the division has set high standards for achievement in this plan. Beyond hitting optimal performance levels over the next three years, this office has also committed to several projects that will reduce paper processing and expenditures on behalf of Treasury. One key project will convert the retention of cancelled checks to a CD-based storage system, eliminating dependence on off-site storage and saving over \$14,500 in annual bank fees."

--Treasurer Frank T. Caprio

Division Objectives

Business Office

PERFORMANCE MEASURES AND SCHEDULE

New Benchmarks in Productivity:

Achieve optimal levels of reconciliation for banking transactions	FYs 09-11: 97% of all transactions reconciled ⁶
Increase percentage of deposits received that coincide with State Receipts by implementing a third tier of review	FY 09: 90% FY 10: 94% FY 11: 97%
Achieve high efficiency levels in issuance of standard replacement checks	FYs 09-11: 5 business days to issue check from receipt of proper documentation
Achieve high efficiency levels in issuance of outdated replacement checks	FYs 09-11: Average 10 business days to issue check from receipt of proper documentation

Reduced Expenditures:

Eliminate processing, shipping and storage costs for cancelled checks received after Q2 FY 09 through a conversion to CD-based storage	FY 09: Execute conversion FYs 10-11: Save \$14,500
Eliminate annual costs relative to leasing and maintenance of bursting machine upon conversion to laser printing	Q3 FY 10 Completion
Reduce annual card stock expenditures upon conversion to laser printing	FYs 10-11: Save 8-10% in card stock annually

Streamlined processing:

Convert to CD-based image retention for cancelled checks	Q4 FY 09 Completion
Convert to laser printing for typewritten replacement checks	Q4 FY 09 Completion
Convert to laser printing for State Tax Refund checks	Q4 FY 09 Completion
Convert to laser printing for State Payroll checks	Q2 FY 10 Completion
Convert to laser printing for all State-issued checks	Q2 FY 10 Completion

Records Retention Project:

Inventory currently stored check-related records, and eliminate records as permissible by policy	Q3 FY 09 Completion
Formulate records retention policy in conjunction with State Archivist and Public Records Administrator, with emphases on cost-effectiveness and minimal paper storage	Q1 FY 11 Completion

⁶ Within 30 days of receipt of banking statement.

Division Objectives

Business Office

Customer Service Survey Program:	
Develop customer service surveys for distribution to agencies and individuals with whom the division interacts	Q3 FY 09 Completion
Conduct initial test phase of surveys among recipients of replacement checks	Q1 FY 10 Completion
Expand program to survey full range of customer services provided	FY 10: Survey 50% of service areas FY 11: Survey 100% of service areas
Information and Communication:	
Institute third-party review system for enhanced accuracy in monitoring State Receipts	Q2 FY 09 Commencement
Utilize new tracking system to monitor reconciliation productivity	Q1 FY 10 Commencement
Monitor results of customer service surveys on ongoing basis	Q3 FY 09 Commencement
Institute monthly division management meetings to monitor progress on strategic objectives	Q2 FY 09 Commencement
Perform annual year-end performance review within first quarter of successive fiscal year	Q1 FYs 10-11 Completion

Division Principles

Unclaimed Property

FISCAL RESPONSIBILITY

Reduce expenditures for public auctions and realize funds in more timely schedule by utilizing an online auction system

Reduce postage costs for holder reports by utilizing simplified forms

Reduce postage costs for claim applications by converting to electronic forms

CUSTOMER SERVICE

Offer expanded services and forms online

Establish and meet more rigorous benchmarks for applications processing and other services

EFFICIENCY THROUGH INNOVATION

Harness new information system and organizational improvements to exceed performance benchmarks

Convert to CD-based holder reports to expedite data entry and streamline records retention

INFORMATION AND COMMUNICATION

Utilize new information to streamline records retention for optimal accuracy and security of processes

Institute monthly division meetings to facilitate optimum levels of communication and performance among staff

STRATEGIC HIGHLIGHTS

"Thousands of Rhode Islanders interact with the Unclaimed Property division every year. The objectives in this plan are geared towards better serving these constituents through implementation of electronic processing that will expedite the payment of claims while also saving the State money. Additionally, the division will modernize its functions through such technological updates as a conversion to online auctions."

--Treasurer Frank T. Caprio

Division Objectives

Unclaimed Property

PERFORMANCE MEASURES AND SCHEDULE

<i>New Benchmarks in Productivity:</i>	
Increase percentage of total property collected that is returned to rightful owners ⁷	FY 09: 45% FY 10: 50% FY 11: 55%
Reduce number of business days required to process valid claims by leveraging new information system and streamlining processes ⁸	FY 09: Reduce by 3 days FY 10: Reduce by 5 days FY 11: Reduce by 7 days
<i>Conversion to automated electronic processing:</i>	
Convert manual and paper-based claims processing to online filing	FY 09: Investigate implementation of system FY 10: 25% conversion FY 11: 40% conversion
Convert progressively to electronic submission of forms to claimants	FY 09: 15% conversion FY 10: 33% conversion FY 11: 40% conversion
Reduce annual postage costs pursuant to stipulated schedule for conversion to electronic form submission	FY 09: Save \$750 FY 10: Save \$1650 FY 11: Save \$3000
<i>Online auction system:</i>	
Determine plan for conversion to online auction system	Q4 FY 09 Completion
Implement online auction system with semi-annual or more frequent auctions ⁹	Q2 FY 10 Commencement
<i>Streamlined holder reporting procedures:</i>	
Reduce postage costs annually via simplified notification cards to holders	FYs 09-11: Save \$1500
Convert to CD-based reporting system for holders submitting >25 entries	FY 09: 40% FY 10: 60% FY 11: 90%
<i>Information and Communication:</i>	
Complete 50% of data entry to new system for optimal accuracy and efficiency	Q2 FY 10 Completion
Complete 100% of data entry to new system for optimal accuracy and efficiency	Q2 FY 11 Completion
Institute monthly division management meetings to monitor progress on strategic objectives	Q2 FY 09 Commencement

⁷ Objective pertains to all property for which there are identifiable names.

⁸ In FYs 07 and 08, the average number of business days required to process valid claims were estimated at 32 and 30 respectively.

⁹ The potential revenue stream from an online auction system is continuously open versus that for standard auctions, which is brought to bear every 7-9 years.

Division Principles

Crime Victims Compensation

FISCAL RESPONSIBILITY

Harness a new source of federal and State funds for victims of sexual assault at no additional cost to taxpayers

Utilize new tracking system for outreach efforts to maximize efficiencies

CUSTOMER SERVICE

Focus outreach efforts on victims and families to ensure more direct contact and thereby increase applications distributed

Institute direct telephone contact between victims and counselors to personalize service, maximize eligible benefits, and reduce overall processing time.

Develop convenient and secure online filing option for victims.

EFFICIENCY THROUGH INNOVATION

Implement tracking system to monitor the efficacy of outreach efforts

Review and make changes to outreach strategy based on results of monitoring system

Leverage division improvements to expedite processing time

INFORMATION AND COMMUNICATION

Coordinate with internal communications specialist to develop and employ a PR program tailored to achieve strategic goals

Institute monthly division meetings to facilitate optimum levels of communication and performance among staff

STRATEGIC HIGHLIGHTS

“The strategic objectives of the CVCP highlight its primary concern for the victims and families it serves. A concerted PR program will focus on direct contact with these constituents in need, and increase the program’s public visibility. Equally important are innovations in application processing that will maximize accuracy and expedite completion schedules.”

--Treasurer Frank T. Caprio

Division Objectives

Crime Victims Compensation

PERFORMANCE MEASURES AND SCHEDULE

Sexual Assault Exam Provision:

Coordinate with Day One to train care providers and victims	Q2 FY 09 Completion
Track number and dollar amount of exams provided to victims by program on ongoing basis	Q3 FY09 Commencement
Calculate totals per annual year-end review	Q2 FYs 10-11 Completion

Outreach Innovations:

Compile database and schedule for contacts to be utilized and updated on ongoing basis	Q3 FY 09 Completion
Develop a tactical PR program for each FY, reflective of current division goals, statistics, and resources	Q2 FY 09 Completion Q1 FY 10 Completion Q1 FY 11 Completion
Increase total outreach contacts/visits by 15% annually	FY 09: 55/21 FY 10: 63/24 FY 11: 72/27

Streamlined processing:

Progressively improve average percentage of claims processed within 5 months of receipt	FY 09: 90% FY 10: 95% FY 11: 99%
Progressively improve average percentage of claims processed within 4 months of receipt	FY 09: 70% FY 10: 80% FY 11: 85%
Progressively improve average percentage of claims processed within 3 months of receipt	FY 09: 50% FY 10: 60% FY 11: 70%

Information and Communication:

Institute monthly division management meetings to monitor progress on strategic objectives	Q2 FY 09 Commencement
Develop and implement tracking system for outreach efforts on ongoing basis	Q2 FY 09 Commencement
Utilize tracking system to perform annual year-end performance review	Q2 FYs 09-11 Completion

Challenges to execution are many. In anticipation of this, the General Treasurer's Office has implemented measures to motivate and manage the execution of this strategic plan. The Employee Review System will provide to individual employees a means of evaluating their contributions to department operations, and incentives for reaching high performance standards.

Boldness in planning. Discipline in execution. Accountability in performance. This is the foundation on which a more secure and prosperous Rhode Island can be built.